



# City of Hammond

## *2022 Compensation Analysis & Report*



**RFP 22-13**



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# Introduction

Thank you for choosing HR Nola to provide market compensation information for your organization. Below is a summary of the market pay practices relevant to positions in your organization in the relevant recruiting market.

## What is Compensation Benchmarking?

Compensation benchmarking is the process by which internal position descriptions are matched to external job titles with similar responsibilities to identify the market rate for each position. Factors such as geographic location, organization size, and education levels are considered during a benchmarking exercise.

## Why is Compensation Benchmarking Important?

Establishing market compensation rates for positions within an organization is important for a variety of reasons. First and foremost, it guides pay decision-making including hiring, promotions, internal equity salary adjustments, and general compensation budget planning. Having a solid understanding of the external value of each position in an organization allows decision makers to develop an appropriate approach for setting overall pay levels throughout the organization. The ability to balance the needs of attracting and retaining talent with the fiscal responsibility of the organization is a key priority for leaders.

## The Process

Benchmark job descriptions are simplified descriptions that facilitate comparisons. A benchmark job description must match the actual job by at least 80% to be valid for comparison. Hybrid jobs may be priced as a weighted average of several salary reports. Jobs should be benchmarked against the recruiting market from which most employees are drawn. A single employer may need to use different benchmark comparisons for different jobs. For jobs strongly defined by industry and organization size, such as executive jobs, employers may find their job is best benchmarked against a national recruiting market.

## Benchmark Base Pay

Base pay is the annual, fixed portion of cash compensation. Base pay is compensation for an employee's fulfillment of a job's essential functions. Base pay does not include any other forms of cash compensation such as bonuses, incentives, overtime, premiums, or differentials. The most prevalent competitive pay philosophy targets the market median for base pay.

## **Compensation Best Practices**

Since a new employee's performance is unknown, the starting salary should be somewhat conservative. Many jobs are subject to change over time, due to internal and external factors including technological advances, industrial changes, employers' needs, and incumbents' capabilities. Reevaluate positions once a year and, when appropriate, evaluate new benchmarks. When considering the promotion of an employee, complete a new report to obtain the appropriate benchmark base pay range.

Pay for part-time employees is administered under the same guidelines that are used for full-time employees, with adjustments for the reduced work schedule. The job should be assigned to the appropriate pay range, based on the benchmark for the full-time job. The employee's annualized base pay should be determined as if the employee worked full-time, and then prorated for part-time status.

Equity adjustments may from time to time be necessary to calibrate pay levels appropriately within a position. Considering equity before any pay decisions are made can reduce the need for and magnitude of periodic equity adjustments.

### **Starting Pay for New Employees**

Some compensation programs start all new employees at the minimum of the pay range. Starting at the minimum may be appropriate for inexperienced candidates, but it is inappropriate for experienced candidates. Paying at the minimum for all new employees is likely to create recruiting problems, since the minimum is generally below market value for experienced people. In addition, the practice of starting everyone at the minimum will cause pay compression over time.

Pay compression occurs when the salaries of several employees, despite clear differences in capability, are clustered closely together. This means highly capable employees are paid similarly to employees with less skill and experience. This eventually creates morale problems, particularly for the more capable employees.

A better approach is to establish pay for new employees that reflect their capabilities. Under this approach, a new employee's skills and competencies are evaluated through the interviewing process. The pay level is determined by using guidelines for placing pay within the range for benchmark base pay, and by considering internal equity and budget constraints. This method establishes an appropriate starting pay that is consistent with the capabilities the new candidate brings to the job.

### **Promotion to a Job with a Higher Pay Range**

In traditional compensation programs, a promotion results in an automatic pay increase. This uniform approach can be problematic for several reasons. Not all promotions are of equal value.

Automatically increasing an existing pay level may simply perpetuate the trend of an employee’s pay history, which may not reflect the value the employee currently brings to the employer. Also, there may have been circumstances in the past that resulted in either over- or underpaying the employee which the promotion is an opportunity to correct. An automatic increase policy prevents managers from tailoring the increase to the circumstances of the promotion.

A better approach is to determine the appropriate pay for an employee based on performance demonstrated in the previous job (which indicates the capability to handle the new job), rather than focusing on current pay. The pay level within the new benchmark base pay range would be determined using guidelines on and considering internal equity and budget constraints. The adjustment, therefore, would be the difference between the old and new pay guidelines.

**Demotion to a Job with a Lower Pay Range**

When a demotion results in an employee’s movement to a job having a lower pay range, current best practice favors setting pay based on both the nature of the demotion and its relationship to performance. Voluntary demotions are carried out with the consent of—or even at the initiation of—the employee. Employers or employees may initiate performance-related demotion, but demotions used to facilitate a transfer or more favorable working hours are generally not considered performance-related. The chart below gives the recommended pay impact for the four types of demotion.

Employee’s Participation in the Demotion		
Employer’s Reason for Demotion	Voluntary	Involuntary
Related to Employee’s Performance	Pay is decreased to below the midpoint of the new range.	Pay is decreased to below the midpoint of the new range.
Not Related to Employee’s Performance	Pay is not decreased unless it is in the top level of the new range.	No change in pay.

Some organizations do not decrease pay for demotions in any circumstances. Employers who allow the demoted employee’s pay to be set by the pay in a previous job should be careful to treat it as an exception. If not treated as an exception, these legacy situations can cause internal equity problems between the demoted employee and his/her new peer group.

Employers sometimes compound their difficulties by forgetting the circumstances of the demotion and dwelling only on the pay differences, or by overpaying the new peer group to remedy the internal equity problem.

## Methodology

The data in this report represents HR NOLA's benchmarking assessment for the specific positions in your organization. The source of the data is HR NOLA. All pay figures are expressed in U.S. dollars, either in salary or hourly terms. Our compensation report establishes data based on primary and secondary research, analysis, and a proprietary mathematical model:

1. HR NOLA identifies jobs to include in the database and creates benchmark job descriptions that summarize the key aspects of each job.
2. In addition to using our own data, HR NOLA identifies and purchases the most current compensation surveys covering the targeted jobs. All the surveys are published by reputable compensation data firms and HR NOLA makes sure each adheres to the standards set by WorldatWork.
3. HR NOLA's compensation team matches job descriptions to the most comparable jobs (if any) from each available data source. Each job must be matched to multiple survey sources to be published in the HR NOLA database.
4. Our compensation team creates a composite view for each job and recruiting market, then adjust the data for any inherent biases in the source data.
5. HR NOLA's compensation team periodically validates the database by comparing the figures with relevant labor market indicators.

### Sources/References Used

#### Scope Parameters for Comparison

- **Location Based:** Hammond, LA (or *Greater Baton Rouge Area* when data was insufficient)
- **Population:** 50-200 FTES
- **Matching:** Title Matched or Responsibility Matched
- **Industry:** Government / Municipality

# Glossary

## **Base Pay**

The annual, fixed portion of compensation paid to an employee. This is the rate or salary paid for an employee's fulfillment of a job's essential functions. Base pay does not include differentials, premiums, overtime, benefits, or any pay element other than the base salary rate.

## **Benchmark Base Pay**

The range of competitive compensation levels paid by comparison employers for the benchmark job. The range is defined by the 25<sup>th</sup> percentile (low), 50<sup>th</sup> percentile (median), and 75<sup>th</sup> percentile (high) market compensation statistics.

## **Benchmark Job**

A commonly found job for which quality market pay data is available. A benchmark job within the employer's recruiting market can be matched to a comparable job within the organization. For an organization to assess the competitiveness of its pay practices for its job, the benchmark and organization jobs should have similar content, as characterized in the benchmark job description.

## **Benchmark Job Description**

A brief, generic version of a job description used to help employers match comparable jobs throughout a particular recruiting market. Benchmark descriptions provide general details regarding the role, level of responsibility, and qualifications for the job for the purpose of developing the benchmark base pay.

## **Compensation Philosophy/Policy/Strategy**

The principles that guide design, implementation, and administration of a compensation program at an organization. The strategy ensures that a compensation program, consisting of both pay and benefits, supports an organization's mission, goals, and business objectives. It may also specify what programs will be used and how they will be administered. The philosophy ensures that a compensation program supports an organization's culture. The policy ensures that a compensation program carries out the compensation strategy while supporting the compensation philosophy.

## **Compensation Review**

The formal process (typically an annual process) of evaluating an employee's compensation package for the purpose of adjusting the value of compensation elements according to plan design and organization policy.

## **Competency**

A behavior, attribute, or skill that is a relevant predictor of individuals' successful job performance at the organization.

## Glossary

### **Cost-Of-Living Increase**

A means of determining raises by tying wages to the prices of a standard market basket of goods and services (e.g.—groceries, healthcare, housing). Preferred methods tie raises to factors affecting the employer (see also *pay raise*).

### **Demotion**

The formal reassignment of an employee to a job with less responsibility requiring lower levels of skills, knowledge, and capabilities. See also *promotion*.

### **Equity Adjustment**

An adjustment to the compensation level (usually an increase or raise in pay) of an individual or group to correct for a lack of parity with external or internal markets. See also *external equity* and *internal equity*.

### **External Equity**

A measure of an employer's compensation levels compared to those employers within its recruiting market. As a fairness criterion, external equity implies that the employer compensates at levels that correspond to prevailing, external market rates, as determined by the job's benchmark pay range. Not to be confused with terms relating to equity (shares) as a form of corporate ownership.

### **FICA**

The Federal Insurance Contributions Act. The act mandating that employers and employees submit payroll taxes to support the Social Security system.

### **Green-Circled Employees**

An employee who is being paid below the salary or hourly average which has been determined for the job in question.

### **HR**

An abbreviation for *Human Resources*. The term refers to the corporate function that provides employment services to organization managers and employees.

### **Incumbent**

A person doing a job; the employee.

### **Internal Equity**



A fairness criterion that directs an employer to establish compensation levels that correspond with each job's relative value to the organization. See also *job evaluation*.

### **Interquartile Range**

The difference between the values for the 75<sup>th</sup> and 25<sup>th</sup> percentiles.

## **Glossary**

### **Job Evaluation**

A process used establish each job's relative value to the employer by comparing and evaluating job descriptions and other employer-related job traits. Not to be confused with a *performance evaluation*.

### **Job Family**

A group of jobs of the same nature (e.g., engineering) but requiring different levels of skill, effort, responsibility, and working conditions (e.g.—entry- vs. senior-level engineer).

### **Market Pay Trends**

The annual rate of change in pay tied to pay raises implemented by comparison employers for similar jobs.

### **Median**

The value in the middle when a set of data points is ranked from the lowest to the highest, so that there is an equal number of data points below and above it. Also called the 50<sup>th</sup> *percentile*.

### **Merit Increase**

An adjustment to an individual's base pay rate because of performance or some other measure of individual equity.

### **Overtime Pay**

Under the Fair Labor Standards Act of 1938 (FLSA), nonexempt employees must be paid one-and-a-half times their base rate for all hours worked more than 40 in any work week. Some states require overtime to be calculated based on a work week other than 40 hours.

### **Pay Compression**

When the pay rates of several employees, despite clear differences in capability, are clustered close together. In situations of pay compression, highly capable employees are paid similarly to employees with less skill and experience. This eventually creates morale problems, particularly for the more capable employees.

### **Pay Raise**

An increase in employee base pay to reward individual merit (see *merit increase*), respond to competitive pressure (see *market pay trend*), or correct prior mispricing versus internal or external equity standards (see *external equity* and *internal equity*).

### **Percentile**

A mathematical term representing the value of a point in a set of data below which a certain percentage of the data points lie. For example, the 40th percentile of a set is larger than 40% of the set, but smaller than the remaining 60%, whereas the 75th percentile lies above the lowest 75% of a set, and below the highest 25%.

## Glossary

### **Performance Evaluation**

The evaluation of an incumbent against the performance expectations for the job. Where a job evaluation measures the worth of a job relative to an organization, a performance evaluation measures the worth of an incumbent relative to the job.

### **Performance Management**

A managerial process that consists of planning performance, managing performance (through observation, feedback, discussion), improving performance through development, evaluating performance, and rewarding performance.

### **Performance Period**

The predetermined time during which individual, group, or enterprise performance is measured.

### **Promotion**

The formal reassignment of an employee to a job with greater responsibility requiring higher levels of skills, knowledge, and capabilities. See also *demotion*.

### **Recruiting Market**

The segment of the national labor market from which a particular organization recruits its employees. The market segment is defined by comparison employers with which a organization competes for employees.

### **Red-Circled Employees**

An employee whose salaries and wages are above the source average established for the position's salary range.

### **Starting Pay**

The compensation level at which employees typically are hired into a job according to organization policy.

# Accounting & Revenue/Billing

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Utility Billing Clerk	\$23,495.00	\$28,100.00	\$25,290.00	\$30,910.00	8%
Accounting Clerk	\$26,413.00	\$32,700.00	\$29,430.00	\$35,970.00	11%
Payroll Specialist	\$30,790.00	\$38,400.00	\$34,560.00	\$42,240.00	12%
Meter Reader	\$24,954.00	\$40,200.00	\$36,180.00	\$44,220.00	45%
Staff Accountant	\$38,085.00	\$46,200.00	\$41,580.00	\$50,820.00	8%
Utility Billing Supervisor	\$35,167.00	\$42,500.00	\$38,250.00	\$46,750.00	8%
Accounting Supervisor	\$42,462.00	\$50,800.00	\$45,720.00	\$55,880.00	8%
Director of Finance	\$57,052.00	\$83,100.00	\$74,790.00	\$91,410.00	31%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Utility Billing Clerk	3-5yr (+1.8%) 6+yr (+2.3%)	AA (+2.5%)	Bilingual (+1.2%)
Accounting Clerk	5-7 yr (+1.4%) 7+yr (+1.7%)	AA (+2.5%) BA (+2.7%)	
Payroll Specialist	5-7yr (+0.4%) 7+yr (+0.7%)	BA (+2.6%)	CPP (+1.2%)
Staff Accountant	5-7yr (+0.9%), 7+yr (+1.1%)		CPA (1.2%)
Utility Billing Supervisor	3-5yr (+2.7%) 6+yr (+5.5%)	AA (+1.4%) BA (+2.7%)	Accts Rec Specialist (+2.9%)
Accounting Supervisor	6-9 yr (+0.4%)	MA (+1.5%)	CPA (+1.5%)
Director of Finance	9-11yr (+0.2%) 12+yr (+0.4%)	MA (+1.6%)	CPA (+1.6%)

# Administration

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Administrative Assistant	\$33,708.00	\$36,300.00	\$32,670.00	\$39,930.00	-3%
Civil Service Secretary	\$26,413.00	\$34,100.00	\$30,690.00	\$37,510.00	16%
Historic Preservation Coordinator	\$33,708.00	\$39,700.00	\$35,750.00	\$43,670.00	6%
Public Information Officer	\$33,708.00	\$50,700.00	\$45,630.00	\$55,770.00	35%
Director of Administration	\$62,888.00	\$85,500.00	\$76,950.00	\$94,050.00	22%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Administrative Assistant	5-7yr (+2%), 7+yr (2.2%)		Bilingual (+1.2%)
Historic Preservation Coordinator	5+yr (+2.3%)	MA (+1.5%)	
Civil Service Administrative Assistant	3-5yr (+1.9%) 6+yr (+2.3%)	AA (+3.9%) BA (+4.0%)	
Director of Administration	7-10yr (+1.8%), 10+yr (+4.7%)	MA (+1.3%)	Bilingual (+0.1%) ICMA (+0.5%)

# Airport

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Airport Administrative Assistant	\$26,413.00	\$35,000.00	\$31,500.00	\$38,500.00	19%
Airport Equipment Maintenance Worker	\$24,954.00	\$35,300.00	\$31,770.00	\$38,830.00	27%
Airport Maintenance Foreman	\$27,872.00	\$38,100.00	\$34,290.00	\$41,910.00	23%
Airport Director	\$43,921.00	\$60,500.00	\$54,450.00	\$66,550.00	24%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Airport Administrative Assistant	5+ (+0.4%)	BA (+2.7%)	
Airport Equipment Maintenance Worker	4-6yr (+0.3%) 7+yr (+0.8%)	BA (+2.6%)	Quality Inspection (+1.2%) Preventative Maintenance (+1.2%)
Airport Maintenance Foreman	4-6yr (+1.8%) 7+yr (+2.8%)	BA (+1.3%)	Heavy Equipment (+0.5%) Quality Inspection (+0.8%) Preventative Maintenance (+0.8%)
Airport Director	6-9yr (+0.9%) 10+yr (+4.6%)	MA (+1.3%)	Cert in Airport Mgmt. (+0.5%)

# Building & Planning

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Administrative Assistant	\$26,413.00	\$34,100.00	\$30,690.00	\$37,510.00	16%
Carpenter	\$27,872.00	\$34,500.00	\$31,050.00	\$37,950.00	11%
Code Enforcement Assistant	\$24,954.00	\$36,900.00	\$33,210.00	\$40,590.00	33%
Planning Coordinator	\$36,626.00	\$41,000.00	\$36,900.00	\$45,100.00	1%
Electrician	\$32,864.00	\$41,300.00	\$37,170.00	\$45,430.00	13%
Concrete Foreman	\$29,331.00	\$39,200.00	\$35,280.00	\$43,120.00	20%
Code Enforcement Crew Leader	\$32,249.00	\$42,800.00	\$38,520.00	\$47,080.00	19%
Building Maintenance Crew Leader	\$32,249.00	\$43,000.00	\$38,700.00	\$47,300.00	20%
Inspector	\$33,708.00	\$42,800.00	\$38,520.00	\$47,080.00	14%
Lead Carpenter	\$29,331.00	\$46,900.00	\$42,210.00	\$51,590.00	43%
GIS Technician	\$29,331.00	\$51,400.00	\$46,250.00	\$56,540.00	57%
City Planner	\$45,380.00	\$58,800.00	\$52,920.00	\$64,680.00	17%
Deputy Building Official	\$36,626.00	\$47,100.00	\$42,390.00	\$51,810.00	16%
Building Official	\$45,380.00	\$59,900.00	\$53,910.00	\$65,890.00	19%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Administrative Assistant	3-5yr (+1.8%) 6+yr (+2.1%)	AA (+3.9%) BA (+4.0%)	Bilingual (+2.6%)
Code Enforcement Assistant	3-5yr (+2.8%), 6+yr (+3.2%)	BA (+4.1%)	
Planning Coordinator	3-5yr (+2.1%), 6+yr (+2.4%)	BA (+4.1%)	American Assoc of Code Enf (+1.6%) Floodplain Mgmt (+1.6%) Intl Building Code Std (+1.6)
Code Enforcement Crew Leader	6-9yr (+0.3%), 10+yr (+0.4%)	BA (+0.4%)	American Assoc of Code Enf (+1.5%) Floodplain Mgmt (+1.5%) Intl Building Code Std (+1.5%)
Building Maintenance Crew Leader	6-9yr (+0.3%), 10+yr (+0.4%)	BA (+0.1%)	American Assoc of Code Enf (+1.5%) Floodplain Mgmt (+1.5%)

			Intl Building Code Std (+1.5%)
Inspector	6-9yr (+0.3%), 10+yr (+0.7%)	BA (+0.4%)	Cert Bldg. Insp (1.0%) Floodplain Mgmt (+1.1%) Intl Building Code Std (+1.1%)
GIS Technician	3-5yr (+0.4%) 6+yr (+0.8%)	AA (+1.5%) BA (+1.8%)	CAD (+0.5%) GIS Analysis (+1.5%)
City Planner	6-9yr (+2.1%) 10+yr (+2.4%)	MA (+3.3%)	AICP (+3.3%) Floodplain Mgmt (+1.1%)
Deputy Building Official	6-9yr (+0.3%), 10+yr (+0.6%)	MA (+0.2%)	Cert. Bldg. Official (+1.6%) Floodplain Mgmt (+1.5%) Intl Building Code Std (+1.5%)
Building Official	6-9yr (+0.3%), 10+yr (+0.6%)	MA (+0.3%)	Cert. Bldg. Official (+1.6%) Floodplain Mgmt (+1.5%) Intl Building Code Std (+1.5%)

## City Council

### Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Clerk of the Council	\$26,413.00	\$33,500.00	\$30,150.00	\$36,850.00	14%

### Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Clerk of the Council	3-5yr, 6+yr (+4.6%)	BA (+7.1%)	Bilingual (+0.6%)

# Information Technology

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Information Tech Specialist	\$33,708.00	\$35,400.00	\$31,860.00	\$38,940.00	-5%
Information Tech Coordinator	\$36,626.00	\$50,600.00	\$45,540.00	\$55,660.00	24%
Director of Information Technology	\$54,134.00	\$73,900.00	\$66,510.00	\$81,290.00	23%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Information Tech Specialist	3+yr (+0.2%)	BA (+4.1%)	
Information Tech Coordinator	3+yr (+0.7%)	BA (+1.6%)	
Director of Information Technology	0+yrs (+0.1%)	MA (+1.5%)	



# Fire

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Fire Department Administrative Assistant	\$26,413.00	\$34,100.00	\$30,690.00	\$37,510.00	16%
Firefighter	\$26,413.00	\$38,600.00	\$34,740.00	\$42,460.00	32%
Firefighter First Class	\$27,872.00	\$40,300.00	\$36,270.00	\$44,330.00	30%
Fire Operator	\$29,331.00	\$41,500.00	\$37,350.00	\$45,650.00	27%
Fire Inspector	\$33,708.00	\$44,800.00	\$40,320.00	\$49,280.00	32%
Fire Training Officer	\$38,085.00	\$47,700.00	\$42,930.00	\$52,470.00	13%
Assistant Fire Prevention Chief	\$38,085.00	\$49,500.00	\$44,550.00	\$54,450.00	17%
Fire Prevention Chief	\$43,921.00	\$51,400.00	\$46,260.00	\$56,540.00	5%
Fire Captain	\$33,708.00	\$65,100.00	\$58,590.00	\$71,610.00	74%
District Fire Chief	\$41,003.00	\$68,600.00	\$61,740.00	\$75,460.00	51%
Assistant Fire Chief	\$49,757.00	\$72,600.00	\$65,340.00	\$79,860.00	31%
Fire Chief	\$59,970.00	\$78,500.00	\$70,650.00	\$86,350.00	18%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Firefighter		AA (+2.5%) BA (+4.4%)	EMT Certification (+3.4%)
Firefighter First Class		AA (+2.5%) BA (+4.4%)	EMT Certification (+3.5%)
Fire Operator	3-5yr (+1.4%) 6+yr (+4.2%)	AA (+2.5%) BA (+4.1%)	EMT Certification (+3.5%)
Fire Inspector	3-5yr (+0.7%) 6+yr (+4.1%)	AA (+2.5%) BA (+4.1%)	EMT Certification (+2.8%)
Fire Training Officer		BA (+1.6%)	
Assistant Fire Prevention Chief	3-5yr (+2.7%) 6+yr (+4.0%)	AA (+2.5%) BA (+4.1%)	CFI-II (+1.6%) EMT Certification (+0.8%)
Fire Prevention Chief	6+yr (+5.4%)	AA (+2.5%) BA (+4.0%)	CFI-II (+1.6%) EMT Certification (+0.8%)
Fire Captain		AA (+1.9%) BA (+3.2%)	EMT Certification (+0.4%)

District Fire Chief		BA (+3.0%)	EMT Certification (+0.4%)
Assistant Fire Chief		AA (+2.0%) BA (+3.3%)	EMT Certification (+0.5%)

## Retention and Recruitment Recommendations for Fire Employees:

1. **Pay.** The most common concern is pay. Based on the research, fire fighters are leaving for more pay in larger departments or entirely different industries. In Southeast Louisiana, employers must compete with several other industries, such as the oil field and refineries. It is important to compare salaries to equivalent jobs in similar industries, and not just against fire fighter salaries in similar areas.
2. **Culture.** The next most cited concern is culture. Culture includes a lot of different areas but will mostly stem from processes and leadership styles. Engagement surveys, process clarification, employee and leadership training are all great steps towards building culture.
3. **Technology.** A final concern that was brought up in the research is upgrading fire department technology. There is an expectation of technology that makes jobs easier being available to employees. Giving employees the best tools to do their jobs can assist in both recruitment and retention. Some of the technology mentioned include drones and updated safety technology and equipment.
4. **Suggestions.** Based on some additional research about the demographics of fire departments in general, we would suggest that fire departments focus on attracting more minority groups to become fire fighters. In the US, an average of 95.8% of fire fighters are men. There is virtually an entire untapped market of women to recruit. 79.9% of fire fighters are white (non-Hispanic), showing a large gap in the market for minority ethnic recruiting. The average age of fire fighters in the US is 37.5 years old. Fire departments wishing to tap into markets to obtain more applicants should consider high school and community college outreach programs. Connecting with young students could lead to larger candidate pools. A dual-enrollment style course for high schoolers could not only provide a steady stream of applicants, but it can provide training to the students while they are in school, so they are able to fully enter the workforce sooner after graduation.

# Garage

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Mechanic Trainee	\$22,036.00	\$32,600.00	\$29,340.00	\$35,860.00	33%
Mechanic II	\$29,331.00	\$35,400.00	\$31,860.00	\$38,940.00	9%
Mechanic III	\$33,708.00	\$47,900.00	\$43,110.00	\$52,690.00	27%
Garage Manager	\$39,544.00	\$57,900.00	\$52,110.00	\$63,690.00	32%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Mechanic I		AA (+2.3%)	
Mechanic II	5-7yr (+0.1%) 7+ (+0.2%)	AA (+2.4%)	
Mechanic III	5-7yr (+2.3%) 7+ (+2.4%)	AA (+2.5%)	
Fleet Manager	7-9yr (+4.1%) 10+yr (+4.3%)	AA (+2.0%) BA (+2.1%)	

# Grants

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Grants Project Manager	\$33,708.00	\$37,400.00	\$33,660.00	\$41,140.00	-1%
Grants Writer I	\$33,708.00	\$42,400.00	\$38,160.00	\$46,640.00	13%
Grants Director	\$42,462.00	\$61,600.00	\$55,440.00	\$67,760.00	31%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Grants Project Manager	3-5yr (+0.4%) 6+yr (+0.9%)	AA (+2.5%) BA (++)2.6%)	Bilingual (+1.2%)
Grants Writer I	3-5yr (+0.8%) 6+yr (+1.3%)	MA (+1.6%)	Cert Grant Writer (+1.6%)
Grants Director	8-11yr (+0.2%) 12+yr (+0.5%)	MA (+1.6%)	Grants Mgmt. Cert (+1.6%)

# Human Resources

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
HR Administrative Assistant	\$26,413.00	\$35,200.00	\$31,680.00	\$38,720.00	20%
Staffing Benefits Specialist	\$33,708.00	\$40,400.00	\$36,360.00	\$44,440.00	8%
Human Resources Generalist	\$36,626.00	\$53,000.00	\$47,700.00	\$58,300.00	30%
Director of Human Resources	\$54,134.00	\$77,900.00	\$70,110.00	\$85,690.00	30%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
HR Administrative Assistant	4-6yr (+0.4%) 7+yr (+0.6%)	BA (+0.2%)	
Staffing Benefits Specialist	3-5yr (+1.9%) 6+yr (+2.4%)	BA (+1.7%)	SHRM-(S)CP (+2.3%) (S)PHR (+2.3%)
Human Resources Generalist	7-9yr (+0.2%) 10+ (+0.3%)	BA (+1.6%)	SHRM-(S)CP (+2.0%) (S)PHR (+2.3%)
Director of Human Resources	5-7yr (+3.0%) 7+yr (+3.1%)	MA (+1.5%)	SHRM-(S)CP (+2.3%) (S)PHR (+2.3%)

# Parks & Grounds

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
General Maintenance Worker	\$23,495.00	\$25,300.00	\$22,770.00	\$27,830.00	-3%
General Parks Worker	\$22,036.00	\$31,500.00	\$28,350.00	\$34,650.00	29%
Equipment Operator	\$26,413.00	\$32,500.00	\$29,250.00	\$35,750.00	11%
Crew Leader	\$26,413.00	\$33,100.00	\$29,790.00	\$36,410.00	13%
Athletic Field Technician	\$23,495.00	\$36,800.00	\$32,940.00	\$40,260.00	40%
Assistant Director of Grounds	\$30,790.00	\$48,300.00	\$43,470.00	\$53,130.00	41%
Director of Grounds	\$51,216.00	\$62,900.00	\$56,610.00	\$69,190.00	11%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
General Maintenance / Parks Worker		AA (+2.5%)	
Equipment Operator		AA (+2.5%)	
Crew Leader		AA (+3.8%)	
Athletic Field Technician		AA (+2.5%)	
Assistant Director of Grounds	3+ (+1.8%)	AA (+2.0%)	
Director of Grounds	6+yr (+0.8%)	AA (+2.0%), BA (+2.1%)	

# Police

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Departmental Administrative Assistant	\$26,413.00	\$33,400.00	\$30,060.00	\$36,740.00	14%
Police Communications Officer	\$29,331.00	\$33,100.00	\$29,790.00	\$36,410.00	2%
Departmental Records Clerk Police	\$23,495.00	\$33,800.00	\$30,420.00	\$37,180.00	29%
Police Communications Supervisor	\$35,167.00	\$35,400.00	\$31,860.00	\$38,940.00	-9%
Police Corrections Officer / Jailer	\$29,331.00	\$38,900.00	\$35,010.00	\$42,790.00	19%
Police Officer	\$29,331.00	\$50,800.00	\$45,720.00	\$55,880.00	56%
Police Corporal	New Position	\$53,340.00	\$48,000.00	\$58,674.00	New Position
Police Sergeant	\$33,708.00	\$62,600.00	\$56,340.00	\$68,860.00	67%
Police Lieutenant	\$36,626.00	\$78,000.00	\$70,200.00	\$85,800.00	92%
Police Captain	\$41,003.00	\$81,900.00	\$73,710.00	\$90,090.00	80%
Assistant Police Chief	\$49,757.00	\$100,700.00	\$90,630.00	\$110,770.00	82%
Police Chief	\$55,593.00	\$104,300.00	\$93,870.00	\$114,730.00	69%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Departmental Administrative Assistant	3-5yr (+1.0%) 6+yr (+2.0%)	AA (+1.1%) BA (+3.0%)	
Police Communications Officer	3-5yr (+2.9%) 6+yr (+4.1%)	AA (+2.5%) BA (+2.7%)	Bilingual (+1.4%)
Departmental Records Clerk Police	3-5yr (+1.9%) 6+yr (+2.3%)	AA (+2.5%) BA (+2.7%)	
Police Communications Supervisor	3-5yr (+1.4%) 6+yr (+2.3%)	AA (+3.9%) BA (+4.0%)	Bilingual (+1.8%)
Police Corrections Officer	3-5yr (+1.9%) 6+yr (+2.4%)	AA (+2.5%) BA (+2.7%)	
Police Officer		AA (+2.5%) BA (+4.1%)	
Police Corporal		AA (+2.5%) BA (+4.1%)	
Police Sergeant		AA (+0.8%) BA (+2.1%)	

Police Lieutenant		MA (+1.3%)	
Police Captain		AA (+0.9%) BA (+2.1%)	
Assistant Police Chief		AA (+0.8%) BA (+2.1%)	

## Retention and Recruitment Recommendations for Police Employees:

### 1. Statistics as of 2020:

- Retirements among law enforcement professionals increased by 45%
- Resignations up 18%
- Hiring down 5%
- 93% of authorized positions were filled

### 2. Root Causes:

- **Burnout and Stress**, including portrayals in popular culture / media. A 2021 Gallup American's Confidence in Major Institutions poll found only 51% of adults placed a "great deal" or "quite a lot" of confidence in police. Police are under more scrutiny than ever with the widespread use of cell phone recording devices and social media posting. This has caused police to become leery of the public. A 2017 Pew Center study found that around 81% of officers felt unfairly treated by media.
- **Pay** for work in law enforcement varies widely from state to state and by locality to locality. According to the U.S. Bureau of Labor Statistics, the median pay for patrol officers was about \$65,000. Since median pay indicates the point where half of salaries are either above or below the number, entry-level officers tend to make significantly less. Entry-level officers can often easily relocate to areas of higher pay.
- **Benefits** - many younger job seekers fail to recognize or put little value in the benefits most municipalities and departments offer, including paid training, overtime opportunities, regular pay increases, job security and generous retirement benefits. Studies show younger job seekers are more interested in other kinds of compensation. Younger job seekers also place more value on work/life balance.
- **The Hiring Process**, including application and trainings a longer than a typical job application experience. Many police department candidates undergo a written exam, physical and endurance drills, several interviews, a background check and a polygraph. This is in addition to the time spent at the training academy. Many departments say it is common for 90 percent or more of applicants to fail to pass the screening process. With many other industries focused on hiring quickly, many applicants may not be able or wish to enter the process. Previous charges can also disqualify applicants.

### 3. Suggestions



- **Develop a Mentorship Program.** Many employers struggle to keep a candidate engaged from job offer to start date. This is especially true in the process of becoming a police officer. Making sure that an applicant is assigned a mentor or coach to guide them through and check on them during the process can help applicants stay more engaged.
- **Use Social Media and Referrals.** Traditional means of recruiting candidates, such as job fairs and boards, are becoming less effective. Modernizing the recruiting process to extend your geographic reach and increase brand awareness will increase applications. Social media channels are also an excellent way to reach new recruits. Job postings are both visible and shareable, and younger potential applicants are spending more and more time each year on them. Developing a referral plan can also be a great way to both increase applicants and reward employees for successful referrals.

# Purchasing

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Buyer	\$26,413.00	\$35,000.00	\$31,500.00	\$38,500.00	19%
Assistant Purchasing Agent	\$30,790.00	\$37,300.00	\$33,570.00	\$41,030.00	9%
Procurement Director	\$42,462.00	\$59,700.00	\$53,730.00	\$65,670.00	18%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Buyer	3-5yr (+1.8%), 6+yr (+2.3%)	BA (+2.6%)	
Assistant Purchasing Agent	6+yr (+0.3%)	BA (+2.6%)	CPPB (+0.8%)
Procurement Director	8+ (+0.2%)		CPPB (+1.0%)

# Recreation

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Park Ranger	\$22,036.00	\$27,500.00	\$24,750.00	\$30,250.00	12%
Departmental Administrative Assistant	\$26,413.00	\$33,900.00	\$30,510.00	\$37,290.00	16%
Sports Program Coordinator	\$27,872.00	\$40,600.00	\$36,540.00	\$44,660.00	2%
Recreation Asst. Director	\$30,790.00	\$41,500.00	\$37,350.00	\$45,650.00	21%
Recreation Director	\$42,462.00	\$60,100.00	\$54,090.00	\$66,110.00	27%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Park Ranger		AA (+1.9%)	
Sports Program Coordinator	5+yr (+1.2%)	BA (+1.6%)	CPRP (+1.6%)
Recreation Asst. Director			CPRP (+1.6%)
Departmental Administrative Assistant	5+yr (+0.8%)	AA (+2.5%)	Bilingual (+1.2%)
Recreation Director	6-9yr (+1.2%) 10+yr (+1.5%)		CPRP (+1.6%)

# Streets

## Suggested Pay Ranges

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Sign Maintenance Technician	\$24,954.00	\$28,000.00	\$25,200.00	\$30,800.00	1%
Municipal Arborist	\$26,413.00	\$36,400.00	\$32,760.00	\$40,040.00	24%
Equipment Operator CDL	\$26,413.00	\$32,600.00	\$29,340.00	\$35,860.00	11%
Departmental Administrative Assistant	\$26,413.00	\$33,900.00	\$30,510.00	\$37,290.00	16%
Carpenter	\$27,872.00	\$42,000.00	\$37,800.00	\$46,200.00	29%
Lead Carpenter	\$29,331.00	\$43,300.00	\$38,970.00	\$47,630.00	40%
Assistant Superintendent of Streets	\$32,626.00	\$48,500.00	\$43,650.00	\$53,350.00	35%
Heavy Equipment Operator	\$26,413.00	\$50,300.00	\$45,270.00	\$55,330.00	71%
Director of Streets	\$51,216.00	\$68,500.00	\$61,650.00	\$75,350.00	20%

## Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Equipment Operator CDL	3-5yr (+1.8%) 6+yr (+2.3%)	AA (+2.5%)	
Departmental Administrative Assistant		AA (+2.5%)	
Municipal Arborist	6-9yr (+0.5%)	AA (+2.5%) BA (+2.5%)	Certified Arborist (+1.3%)
Carpenter		AA (+2.5%)	
Lead Carpenter	6-9yr (+0.3%) 10+yr (+0.5%)	AA (+2.5%)	
Assistant Superintendent of Streets	6-9yr (+1.6%) 10+yr (+4%)	AA (+2.5%) BA (+1.6%)	
Director of Streets	6-9yr (+1.2%)	AA (+1.3%)	

# Water & Sewer

## Suggested Pay Range (25<sup>th</sup> Percentile)

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	25 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Treatment Plant Operator I	\$22,036.00	\$31,800.00	\$28,620.00	\$34,980.00	30%
Lift Station Technician Helper	\$24,954.00	\$32,300.00	\$29,070.00	\$35,530.00	16%
Utility Worker I	\$22,036.00	\$32,400.00	\$29,160.00	\$35,640.00	32%
Lift Station Service Technician	\$27,872.00	\$33,900.00	\$30,510.00	\$37,290.00	9%
Plant Operator II	\$26,413.00	\$34,300.00	\$30,870.00	\$37,730.00	17%
Utility Worker II	\$26,413.00	\$37,600.00	\$33,840.00	\$41,360.00	28%
Assistant Chief Plant Operator	\$30,790.00	\$39,600.00	\$35,640.00	\$43,560.00	16%
Utility Supervisor	\$32,249.00	\$42,500.00	\$38,250.00	\$46,750.00	21%
Chief Plant Operator	\$35,167.00	\$45,800.00	\$41,220.00	\$50,380.00	17%
Lift Station Technician	\$33,708.00	\$49,200.00	\$44,280.00	\$54,120.00	31%
Lift Station Technician Supervisor	\$35,167.00	\$64,200.00	\$57,780.00	\$70,620.00	64%
Asst. Dir of Water & Sewer	\$38,085.00	\$68,200.00	\$61,380.00	\$75,020.00	61%
Director of Water and Sewer	\$57,052.00	\$84,900.00	\$76,410.00	\$93,390.00	34%

## Suggested Pay Range (50<sup>th</sup> Percentile)

The following chart outlines suggested pay ranges based on the position benchmarks:

Position Title	Current Starting Salary	50 <sup>th</sup> Percentile	Bottom of Suggested Range	Top of Suggested Range	Percentage Difference
Lift Station Technician Helper	\$24,954.00	\$37,300.00	\$33,570.00	\$41,030.00	35%
Utility Worker I	\$22,036.00	\$37,500.00	\$33,750.00	\$41,250.00	53%
Treatment Plant Operator I	\$22,036.00	\$38,300.00	\$34,470.00	\$42,130.00	56%
Lift Station Service Technician	\$27,872.00	\$39,100.00	\$35,190.00	\$43,010.00	26%
Plant Operator II	\$26,413.00	\$41,200.00	\$37,080.00	\$45,320.00	40%
Utility Worker II	\$26,413.00	\$41,800.00	\$37,620.00	\$45,980.00	42%

Utility Supervisor	\$32,249.00	\$42,500.00	\$42,030.00	\$51,370.00	30%
Assistant Chief Plant Operator	\$30,790.00	\$47,500.00	\$42,750.00	\$52,250.00	39%
Chief Plant Operator	\$35,167.00	\$54,400.00	\$48,960.00	\$59,840.00	39%
Lift Station Technician	\$33,708.00	\$56,200.00	\$50,580.00	\$61,820.00	50%
Lift Station Technician Supervisor	\$35,167.00	\$73,600.00	\$66,240.00	\$80,960.00	88%
Asst. Dir of Water & Sewer	\$38,085.00	\$78,800.00	\$70,920.00	\$86,680.00	86%
Director of Water and Sewer	\$57,052.00	\$99,000.00	\$89,100.00	\$108,900.00	56%

### Suggested Incentive Increases

The following chart outlines suggested incentive pay increases for education, certifications, and competencies, as well as levels of experience for starting pay increase:

Position Title	Experience	Education	Certifications & Competencies
Plant Operator II	3-5yr (+0.3%) 6+ (+0.4%)	AA (+2.4%)	Wastewater Cert 1, 2, 3 & 4 (+.3% for each)
Assistant Chief Plant Operator	5-7yr (+0.1%) 8+ (+0.2%)	AA (+2.3%) BA (+2.5%)	Wastewater Cert 1, 2, 3 & 4 (+.3% for each)
Utility Supervisor	5-7yr (+0.3%) 8+ (+0.5%)	AA (+2.5%) BA (+2.7%)	
Chief Plant Operator	5-7yr (+0.1%) 8+ (+0.2%)	AA (+2.1%) BA (+2.3%)	
Lift Station Technician 2	6+yr (+0.3%)	AA (+2.5%)	Wastewater Cert 1, 2, 3 & 4 (+.3% for each)
Director of Water and Sewer	5-7yr (+2.6%) 8+ (+2.9%)	MA (+1.2%)	

### Retention and Recruitment Recommendations for Water and Sewer Workers:

“Currently, water utilities face challenges in recruiting, training, and retaining employees. These challenges are exacerbated with roughly one-third of the water sector workforce eligible to retire in the next 10 years.”

-Environmental Protection Agency, October 2021

**1. Competitive pay:** Adjusting your pay scale every so often to stay competitive in the market is essential. This pay initiative would help impact both recruitment and longer-term retention while keeping in line with the changing landscape of the waterworks industry and the need for continued training and advanced skill sets.

2. **Younger workers:** The utilities sector is becoming more aware of their lack of a younger workforce. On average the workforce of the waterworks industry is middle-aged white males. These men are set to retire in large numbers within the next ten years. You will need to have a younger workforce to replace them. Consider partnering with community youth programs, high schools, and trade schools to help get an understanding of what a career in Water and Sewer would look like out to the forefront of the following generations' minds. Consider including the value and benefits included with these types of jobs.

3. **Gender:** Women make up a surprisingly low fraction of the workers in waterworks. Women can learn a trade just as easily as a man. The key here is to offer that inclusion that encourages female applications to your open positions. Leaving this market untapped is to your disadvantage. Once women are inside the workforce; it is equally important to mentor, train, and make attempts to retain.

4. **Veterans:** One benefit of recruiting within the veteran community is that there are many transferable skillsets between military duties and water sector operations. Coinciding with this benefit is the ability to continue their public service within a fulfilling career. Recruitment in this specific area of our population has many logical pros for both sides.

#### Research and Data collection:

1. "The 2018 GAO report, which assessed data from the Department of Labor's Bureau of Labor Statistics and included a narrow set of job categories that excluded trades such as plumbers and consultants, estimated a total water workforce of about half a million. No matter how you parse it, the industry that keeps our water safe and clean relies on a vast number of dedicated and committed people. And because 30 to 50 percent of water employees are eligible to retire in the next 5 to 10 years, there will be many opportunities for finding jobs in the water sector in the coming years. In addition, according to the 2018 Brookings Institution report, occupations in the water sector pay well, with hourly wages exceeding the national average, across various sectors and particularly for jobs in the lower income scale. When compared to all workers across the U.S., wages for water sector employees are generally more competitive than the market average, **earning average hourly wages that range between \$14.01 to \$17.67 for the 10th and 25th percentiles respectively**, as compared to \$9.27 and \$11.60 for all workers."<sup>1</sup>

2. Additionally, to bolster water careers, federal and non-federal entities also need to actively engage and work with educational, youth, and other community-based organizations to increase awareness, understanding, and pathways to water sector careers. These organizations can assist with targeted and sustained efforts to reach students and schools at all levels, including those in disadvantaged communities, as well as others seeking career changes, **with information on the value and benefits of these jobs as well as accessible career pathways to access them.**"<sup>2</sup>

3. Regarding Women and Veterans: The WANTO grant program provides resources to expand industry pathways for women with a goal to "**recruit, mentor, train, and retain more women** in quality apprenticeship programs and pursue careers in manufacturing, infrastructure, cybersecurity, and health care, among other industries." **The Women's Bureau is focused on expanding apprenticeships across all industries and sectors of the economy and advancing**

**women's access to these opportunities.** Harnessing the dedication to public service that Veterans and their families have demonstrated, the water sector is a fulfilling career that allows these heroes to continue to serve their communities in their civilian roles. **Furthermore, there are many transferrable skillsets between military duties and water sector operations.** Federal programs and initiatives supporting the recruitment of these skilled professionals include America's Water Sector Workforce Initiative | 11 – The Veterans Affairs Economic Investment Initiatives The VA-TED is planning a series of investment initiatives, including a job fair, to provide Veterans and military service members opportunities to learn about the services provided by the VA in different regions of the country. These initiatives include an economic development partnership roundtable discussion and a Hiring Our Heroes event (including a job fair) with the Chamber of Commerce. <sup>3</sup>

4. Whatever the reason, the costs of high employee turnover are enormous. **Conservative estimates put it at two or three times an employee's salary.** On the other end of the spectrum, author Brad Smart, who wrote *Top grading: How Leading Companies Win by Hiring, Coaching and Keeping the Best People*, suggests it may be as high as 27 times an employee's salary if it involves the loss of a top-tier employee.<sup>4</sup>

5. While levels of formal educational attainment are lower relative to many other occupational groups, **nearly all water workers express a need to have some related work experience and on-the-job training, highlighting the importance of applied learning opportunities.** For example, 78.2 percent of water workers need at least one year of related work experience, including 16 percent who need four years or more.<sup>5</sup>

6. The water workforce has a relatively full pipeline of middle-aged workers. Second, and perhaps more importantly, there is a lack of younger talent in these jobs. **Just 10.2 percent of water workers are under the age of 24,** compared to 12.5 percent of all workers nationally, perhaps indicative of the more extensive work experience required in many water jobs. Water workers are predominantly male as well, particularly among positions in the skilled trades. **Although women make up 46.8 percent of workers across all occupations nationally, they only account for 14.9 percent of the water workforce.** While women make up a majority of water workers in certain administrative positions—including 95 percent of secretaries— they only account for a fraction of employment in some of the largest water occupations overall, including plumbers (1.4 percent) and water treatment operators (5.2 percent). Finally, while the racial composition of the water workforce tends to generally parallel larger national trends, **there is still a notable lack of diversity in certain occupations. For example, nearly two-thirds of the water workforce is white.**<sup>6</sup>

7. Representatives of three of the selected large utilities said hiring to replace departing water operators had been a problem in the past, but there was no consensus among the three on whether the problem was increasing, decreasing, or staying about the same. The **utility that indicated the problem was decreasing cited two steps** it had taken to address it: **expanding its geographical search and improving its internal training program.**<sup>8</sup>



“For example, in 2009, EPA worked with DOL and industry groups to develop a competency model for the water sector, which was updated in 2016. The model defines the necessary knowledge, skills, and abilities for prospective water professionals and **can be used by educational institutions and industries to encourage prospective job seekers to consider a career in the water and wastewater industry by helping job seekers develop a career pathway and associated training and career advancement strategies that meet industry skill needs.**”<sup>9</sup> The model was **revised again in 2017 and updated in 2018** to include “foundational workplace health and safety skills from the National Institute for Occupational Safety and Health’s (NIOSH) **Safe • Skilled • Ready Workforce Program.**”<sup>10</sup> **Model available at:** <https://www.careeronestop.org/competencymodel/competency-models/water-sector.aspx>

“The Saratoga Institute authorized a study of data it collected on nearly **20,000 employees who resigned** from their various employers. The study found that **75% of these employees left for a reason over which their supervisors had influence.** Because your greatest opportunity to successfully intervene occurs early in the turnover process, it is critical for you to know your employees and what contributes to their specific decisions to stay or leave.

**Conducting regular *Stay Interviews* is one way to obtain this awareness and open discussions to reverse or, better yet, preempt the turnover process altogether.** A Stay Interview is a periodic, informal discussion between a supervisor and employee about the employee’s level of job satisfaction and specific ways the supervisor can help to maintain or enhance it. It takes approximately two hours per employee to conduct the Stay Interview process. However, consider the number of hours you spend dealing with employee relations, discipline, replacement hiring, and other similar types of issues. Conducting the Stay Interview process could prevent these time-consuming issues from arising, which translates to potentially significant time savings for you beyond the two-hour commitment.”<sup>11</sup>

# Appendix of Position Benchmarks

## Accounting & Revenue/Billing

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Accounting and Revenue/Billing Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Billing Clerk	\$28,100.00	\$31,000.00	\$34,600.00	\$31,600.00
Accounting Clerk	\$32,700.00	\$36,800.00	\$41,100.00	\$37,100.00
Payroll Specialist	\$38,400.00	\$42,700.00	\$48,200.00	\$43,100.00
Meter Readers	\$40,200.00	\$43,300.00	\$50,500.00	\$45,600.00
Utility Billing Supervisor	\$42,500.00	\$47,900.00	\$53,600.00	\$48,200.00
Staff Accountant	\$46,200.00	\$51,200.00	\$57,500.00	\$52,000.00
Accounting Supervisor	\$50,800.00	\$55,600.00	\$61,200.00	\$56,300.00
Director of Finance	\$83,100.00	\$94,400.00	\$104,200.00	\$94,000.00

## Administration

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Administration Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Administrative Assistant	\$36,300.00	\$40,300.00	\$45,400.00	\$41,100.00
Civil Service Secretary	\$34,100.00	\$37,900.00	\$42,100.00	\$38,700.00
Historic Preservation Coordinator	\$39,700.00	\$41,900.00	\$51,400.00	\$43,900.00

Public Information Officer	\$50,700.00	\$66,600.00	\$76,700.00	\$67,900.00
Director of Administration	\$85,500.00	\$107,100.00	\$124,700.00	\$102,600.00

## Airport

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Airport Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Airport Administrative Assistant	\$35,000.00	\$38,800.00	\$43,700.00	\$39,600.00
Airport Equipment Maintenance Worker	\$35,300.00	\$40,800.00	\$47,500.00	\$41,800.00
Airport Maintenance Foreman	\$38,100.00	\$41,800.00	\$47,900.00	\$42,100.00
Airport Director	\$60,500.00	\$69,600.00	\$80,200.00	\$69,700.00

## Building & Planning

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Building and Planning Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Administrative Assistant	\$34,100.00	\$37,900.00	\$42,700.00	\$38,700.00
Carpenter	\$34,500.00	\$39,800.00	\$46,400.00	\$40,700.00
Code Enforcement Assistant	\$36,900.00	\$43,400.00	\$49,400.00	\$44,300.00
Concrete Foreman	\$39,200.00	\$46,000.00	\$52,700.00	\$47,000.00
Planning Coordinator	\$41,000.00	\$47,700.00	\$56,700.00	\$50,000.00
Electrician	\$41,300.00	\$47,400.00	\$55,000.00	\$48,200.00
Code Enforcement Crew Leader	\$42,800.00	\$50,300.00	\$57,800.00	\$51,200.00

Building Maintenance Crew Leader	\$43,000.00	\$50,500.00	\$58,800.00	\$51,400.00
Inspector	\$42,800.00	\$50,300.00	\$57,700.00	\$51,100.00
Lead Carpenter	\$46,900.00	\$54,300.00	\$62,500.00	\$55,000.00
Deputy Building Official	\$47,100.00	\$55,300.00	\$63,500.00	\$56,300.00
GIS Technician	\$51,400.00	\$58,600.00	\$65,700.00	\$57,900.00
City Planner	\$58,800.00	\$64,300.00	\$71,400.00	\$65,300.00
Building Official	\$59,900.00	\$69,500.00	\$81,700.00	\$70,000.00

## City Council

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the City Council on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Clerk of the Council	\$33,500.00	\$37,000.00	\$41,400.00	\$37,700.00

## Information Technology

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Information Technology Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Information Tech Specialist	\$35,400.00	\$39,700.00	\$44,900.00	\$40,200.00
Information Tech Coordinator	\$50,600.00	\$58,200.00	\$66,000.00	\$58,800.00
Director of Information Technology	\$73,900.00	\$84,600.00	\$95,300.00	\$85,000.00

# Fire

## Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Fire Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Firefighter	\$38,600.00	\$47,000.00	\$49,900.00	\$45,200.00
Firefighter First Class	\$40,300.00	\$48,900.00	\$52,000.00	\$47,100.00
Fire Operator	\$41,500.00	\$50,400.00	\$53,600.00	\$48,500.00
Fire Inspector	\$44,800.00	\$58,600.00	\$70,200.00	\$57,700.00
Fire Training Officer	\$47,700.00	\$52,300.00	\$57,800.00	\$52,900.00
Assistant Fire Prevention Chief	\$49,500.00	\$64,800.00	\$77,700.00	\$63,800.00
Fire Prevention Chief	\$51,400.00	\$67,300.00	\$80,700.00	\$66,300.00
Fire Captain	\$65,100.00	\$68,400.00	\$84,100.00	\$73,400.00
District Fire Chief	\$68,600.00	\$72,100.00	\$88,800.00	\$77,400.00
Assistant Fire Chief	\$72,600.00	\$76,300.00	\$93,900.00	\$81,900.00
Fire Chief	\$78,500.00	\$82,500.00	\$101,600.00	\$88,600.00

# Garage

## Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Garage Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Mechanic I	\$32,600.00	\$37,100.00	\$42,800.00	\$37,800.00

Mechanic II	\$35,400.00	\$40,400.00	\$46,500.00	\$41,000.00
Mechanic III	\$47,900.00	\$51,400.00	\$54,600.00	\$51,400.00
Fleet Manager	\$57,900.00	\$64,200.00	\$69,300.00	\$63,600.00

## Grants

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Human Resources Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Grants Project Manager	\$37,400.00	\$41,800.00	\$47,100.00	\$42,600.00
Grants Writer I	\$42,400.00	\$45,800.00	\$48,700.00	\$45,800.00
Grants Director	\$61,600.00	\$68,800.00	\$77,300.00	\$69,300.00

## Human Resources

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Human Resources Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
HR Administrative Assistant	\$35,200.00	\$39,000.00	\$43,900.00	\$39,800.00
Staffing Benefits Specialist	\$40,400.00	\$45,400.00	\$50,500.00	\$45,600.00
Human Resources Generalist	\$53,000.00	\$59,300.00	\$67,100.00	\$60,500.00
Director of Human Resources	\$77,900.00	\$87,500.00	\$98,600.00	\$88,800.00

# Parks & Grounds

## Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Parks & Grounds Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
General Maintenance / Parks Worker	\$25,000.00	\$28,700.00	\$34,300.00	\$30,100.00
Equipment Operator	\$32,500.00	\$36,600.00	\$41,700.00	\$37,300.00
Crew Leader	\$33,100.00	\$38,700.00	\$45,900.00	\$39,900.00
Athletic Field Technician	\$36,800.00	\$41,600.00	\$47,100.00	\$42,000.00
Assistant Director of Grounds	\$48,300.00	\$57,500.00	\$68,100.00	\$57,600.00
Director of Grounds	\$62,900.00	\$72,100.00	\$82,400.00	\$71,700.00

# Police

## Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Police Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Departmental Administrative Assistant	\$33,400.00	\$38,400.00	\$43,300.00	\$39,200.00
Police Communications Officer	\$33,100.00	\$39,000.00	\$42,400.00	\$39,200.00
Departmental Records Clerk Police	\$33,800.00	\$36,400.00	\$41,500.00	\$37,600.00
Police Communications Supervisor	\$35,400.00	\$41,800.00	\$45,500.00	\$42,000.00
Police Corrections Officer / Jailer	\$38,900.00	\$43,600.00	\$48,400.00	\$42,000.00
Police Officer	\$50,800.00	\$54,400.00	\$59,300.00	\$58,100.00
Police Corporal	\$53,340.00	\$57,120.00	\$62,270.00	\$61,000.00
Police Sergeant	\$62,600.00	\$77,700.00	\$86,700.00	\$75,300.00

Police Lieutenant	\$78,000.00	\$90,600.00	\$94,800.00	\$87,100.00
Police Captain	\$81,900.00	\$95,100.00	\$99,600.00	\$91,500.00
Assistant Police Chief	\$100,700.00	\$106,700.00	\$113,200.00	\$106,700.00
Police Chief	\$104,300.00	\$110,500.00	\$117,200.00	\$110,500.00

## Purchasing

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Purchasing Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Buyer	\$35,000.00	\$40,200.00	\$45,800.00	\$40,900.00
Assistant Purchasing Agent	\$37,300.00	\$42,700.00	\$48,700.00	\$43,500.00
Procurement Director	\$59,700.00	\$66,700.00	\$74,800.00	\$68,200.00

## Recreation

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Recreation Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Park Ranger	\$27,500.00	\$30,700.00	\$36,300.00	\$32,500.00
Sports Program Coordinator	\$40,600.00	\$45,700.00	\$51,600.00	\$45,800.00
Recreation Supervisor	\$41,500.00	\$47,600.00	\$52,400.00	\$46,800.00
Departmental Administrative Assistant	\$33,900.00	\$37,600.00	\$42,300.00	\$38,400.00



Assistant Director of Parks	\$41,400.00	\$46,600.00	\$52,600.00	\$46,700.00
Recreation Director	\$60,100.00	\$70,200.00	\$80,800.00	\$71,500.00

## Streets

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Streets Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Sign Maintenance Technician	\$28,000.00	\$30,700.00	\$ 34,600.00	\$31,400.00
Municipal Arborist	\$36,400.00	\$42,300.00	\$ 51,600.00	\$43,300.00
Equipment Operator CDL	\$32,600.00	\$36,800.00	\$ 41,900.00	\$37,400.00
Departmental Administrative Assistant	\$33,900.00	\$37,600.00	\$ 42,300.00	\$38,400.00
Carpenter	\$42,000.00	\$48,600.00	\$ 55,900.00	\$49,200.00
Lead Carpenter	\$43,300.00	\$50,100.00	\$ 57,700.00	\$50,800.00
Assistant Superintendent of Streets	\$60,600.00	\$72,300.00	\$89,800.00	\$76,300.00
Heavy Equipment Operator	\$54,500.00	\$65,200.00	\$ 73,900.00	\$65,600.00
Director of Streets	\$68,500.00	\$79,400.00	\$90,300.00	\$82,100.00

## Water & Sewer

### Position Benchmarks

The following chart outlines the base pay range for each salaried position in the Water & Sewer Department on an annual, full-time basis:

Annual Pay Range				
Position Title	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	Base Average
Plant Operator I	\$31,800.00	\$38,300.00	\$ 46,400.00	\$39,000.00
Lift Station Technician 1	\$32,300.00	\$37,300.00	\$ 43,500.00	\$38,200.00

Utility Worker I	\$32,400.00	\$37,500.00	\$ 50,800.00	\$40,900.00
Lift Station Service Technician 2	\$33,900.00	\$39,100.00	\$ 45,600.00	\$40,100.00
Plant Operator II	\$34,300.00	\$41,200.00	\$ 49,900.00	\$42,000.00
Utility Worker II	\$37,600.00	\$41,800.00	\$ 52,400.00	\$44,700.00
Assistant Chief Plant Operator	\$39,600.00	\$47,500.00	\$ 56,200.00	\$48,200.00
Utility Supervisor	\$42,500.00	\$46,700.00	\$ 54,500.00	\$49,200.00
Chief Plant Operator	\$45,800.00	\$54,400.00	\$ 65,500.00	\$55,700.00
Lift Station Technician 2	\$49,200.00	\$56,200.00	\$ 63,700.00	\$56,500.00
Lift Station Supervisor	\$64,200.00	\$73,600.00	\$ 86,300.00	\$74,900.00
Assistant Director of Water and Sewer	\$68,200.00	\$78,800.00	\$89,700.00	\$80,900.00
Director of Water and Sewer	\$84,900.00	\$99,000.00	\$109,200.00	\$98,100.00

# CompaRatios

CompaRatio is short for comparison or compensation ratio. It is a comparison of the salary you are paying your employees versus the market midpoint for similar positions at other companies. CompaRatio is a best practice metric to use when setting salary levels or negotiating raises and it can help organizations retain top talent.

## What Does Your CompaRatio Mean?

CompaRatio	What It Means
At or below .90	Payrate is below the market rate ( <i>Lagging Pay Strategy</i> )
Between .91 and 1.14	Payrate is at the market rate ( <i>Matching Pay Strategy</i> )
At or above 1.15	Payrate is above the market rate ( <i>Leading Pay Strategy</i> )

The following chart outlines the CompaRatio for each salaried position in your organization on an annual, full-time basis:

Title	Department	AVG Salary	25 <sup>th</sup> Percentile	Compa Ratio
Accounting Supervisor	Accounting	\$47,819.00	\$50,800.00	0.94
Director Of Finance	Accounting	\$78,320.00	\$83,100.00	0.96
Meter Reader	Accounting	\$25,203.00	\$40,200.00	0.63
Payroll Specialist	Accounting	\$35,771.00	\$38,400.00	0.93
Revenue Clerk	Accounting	\$26,941.00	\$32,700.00	0.82
Staff Accountant	Accounting	\$36,626.00	\$46,200.00	0.79
Utility Billing Clerk	Accounting	\$28,862.00	\$28,100.00	1.03
Utility Billing Supervisor	Accounting	\$38,066.00	\$42,500.00	0.89
Airport Director	Airport	\$70,644.00	\$60,500.00	1.16
Airport Equip Maint Wkr CDL	Airport	\$33,922.50	\$35,300.00	1.04
Airport Maint Foreman	Airport	\$46,642.00	\$38,100.00	1.22
Departmental Sec'y Airport	Airport	\$34,851.00	\$35,000.00	1.00
Building Clerk	Building - Administration	\$27,011.00	\$34,100.00	0.80
Building Official	Building - Administration	\$100,000.00	\$59,900.00	1.67

City Planner	Building - Administration	\$ 64,358.00	\$58,800.00	1.09
Code & Bld Crew Chief	Building - Administration	\$55,045.00	\$42,800.00	1.27
Code Enforcement Assistant	Building - Administration	\$39,694.00	\$36,900.00	1.07
Carpenter	Building - Maint./Repair	\$27,872.00	34,500.00	0.81
Lead Carpenter	Building - Maint/Repair	\$43,584.00	\$46,900.00	0.93
Clerk Of Council	City Council	\$33,328.00	\$33,500.00	0.99
Director Of Inform. Technology	Information Technology	\$73,803.00	\$73,900.00	1.00
Information Tech Coordinator	Information Technology	\$51,285.00	\$50,600.00	1.01
It Support Specialist	Information Technology	\$32,894.00	\$35,400.00	0.93
Assistant Fire Chief	Fire - Administration	\$53,090.00	\$ 72,600.00	0.73
Dept Civil Sev Sec'y Fire	Fire - Department	\$35,548.00	\$34,100.00	1.04
Fire Chief	Fire - Department	\$82,485.00	\$78,500.00	1.05
Fire Training Officer	Fire - Department	\$47,168.00	\$47,700.00	0.99
Dist. Fire Chief -	Fire - Department	\$75,173.00	\$68,800.00	1.09
Fire Captain -	Fire - Department	\$50,818.00	\$65,100.00	0.78
Fire Operator	Fire - Department	\$35,258.00	\$41,500.00	0.85
Firefighter	Fire - Department	\$26,692.00	\$38,600.00	0.69
Firefighter First Class	Fire - Department	\$29,398.00	\$40,300.00	0.81
Chief Of Fire Prevention	Fire - Prevention	\$59,436.00	\$51,400.00	1.16
Fleet Manager	Garage	\$53,221.00	\$57,900.00	0.92
Garage Supervisor	Garage	\$43,605.00	\$47,900.00	0.91
Mechanic	Garage	\$38,702.00	\$35,400.00	1.09
Mechanic I	Garage	\$25,819.00	\$32,600.00	0.79
Grant Writer	Grants	\$34,382.00	\$42,400.00	0.81
Grants Project Manager	Grants	\$33,328.00	\$37,400.00	1.12
Grants Director	Grants	\$49,982.00	\$61,600.00	0.81
Crew Leader	Grounds	\$31,721.00	\$33,100.00	1.05
Director Of Grounds	Grounds	\$58,831.00	\$62,900.00	0.94

Equip Maint Worker - Grounds	Grounds	\$32,006.00	\$25,000.00	1.26
General Parks Worker	Grounds	\$23,176.00	\$25,000.00	0.92
Grounds Supervisor	Grounds	\$56,146.00	\$48,300.00	1.16
Heavy Equip Operator - Grounds	Grounds	\$35,548.00	\$32,500.00	1.09
Administrative Assistant	Mayor & Director of Admin	\$53,966.00	\$36,300.00	1.34
Director Of Administration	Mayor & Director of Admin	\$73,683.00	\$85,500.00	0.86
Historic Dist Coordinator	Mayor & Director of Admin	\$33,708.00	\$39,700.00	0.84
Public Information Officer	Mayor & Director of Admin	\$37,961.00	\$50,700.00	0.75
Director Of Human Resources	Personnel	\$79,887.00	\$77,900.00	1.03
HR Administrative Support	Personnel	\$33,310.00	\$35,200.00	0.95
Human Resources Generalist	Personnel	\$54,285.00	\$53,000.00	1.02
Ast. Chief Plant Operator Enl	Plant Operation	\$56,146.00	\$39,600.00	1.42
Chief Plant Operator	Plant Operation	\$63,700.00	\$45,800.00	1.39
Plant Operator II	Plant Operation	\$29,624.00	\$34,300.00	0.86
Assistant Police Chief	Police - Department	\$97,639.00	\$100,700.00	0.92
Departmental Admin Police	Police - Department	\$29,162.00	\$33,800.00	0.87
Police Captain	Police - Department	\$71,071.00	\$81,900.00	0.88
Police Chief	Police - Department	\$84,751.00	\$104,300.00	0.81
Police Lieutenant	Police - Department	\$60,720.00	\$78,000.00	0.78
Police Officer	Police - Department	\$37,796.00	\$50,800.00	0.74
Police Sergeant	Police - Department	\$49,721.00	\$62,600.00	0.79
Records Clerk - Admin	Police - Department	\$33,583.00	\$33,800.00	0.99
Jailer	Police - Department	\$29,578.00	\$38,900.00	0.76
Police Comm Supervisor	Police - Department	\$58,916.00	\$35,400.00	1.66
Assistant Purchasing Agent	Purchasing	\$32,675.00	\$37,300.00	0.87
Buyer	Purchasing	\$30,393.00	\$35,000.00	0.87
Procurement Director	Purchasing	\$42,462.00	\$59,700.00	0.71

Dept Sec'y Recreation	Recreation - Administration	\$28,590.00	\$33,900.00	0.84
Director Of Recreation	Recreation - Administration	\$57,678.00	\$60,100.00	0.94
Recreation Supervisor	Recreation - Administration	\$40,627.00	\$40,600.00	1.00
Sports Program Coordinator	Recreation - Administration	\$30,773.00	\$40,600.00	0.75
Lift Station Service Technician	Sewer Utility	\$27,872.00	\$33,900.00	0.82
Lift Station Tech Helper	Sewer Utility	\$36,487.00	\$32,300.00	1.13
Lift Station Technician	Sewer Utility	\$37,216.00	\$49,200.00	0.76
Assistant Director of Streets	Street Department	\$36,626.00	\$60,600.00	0.66
Carpenter - Streets	Street Department	\$30,591.00	\$42,000.00	0.72
Departmental Sec'y Streets	Street Department	\$46,905.00	\$33,900.00	1.38
Director Of Streets	Street Department	\$76,104.00	\$68,500.00	1.11
Equipment Operator CDL	Street Department	\$26,769.00	\$32,600.00	0.82
Heavy Equip Operator - Streets	Street Department	\$33,692.00	\$54,500.00	0.62
Heavy Equip Operator - Streets	Street Department	\$50,065.00	\$54,500.00	0.92
Lead Carpenter	Street Department	\$41,070.00	\$43,300.00	0.94
Sign Maintenance Mechanic	Street Department	\$31,964.00	\$28,000.00	1.14
Director Of Water & Sewer	Water & Sewer - Administration	\$82,326.00	\$84,900.00	0.97
Utility Worker II	Water And Sewer Department	\$32,495.00	\$37,600.00	0.80
Utility Supervisor I	Water Utility	\$53,154.00	\$43,400.00	1.20

### Green & Red Circled Employees

The CompaRatios noted above in either green or red denote the Green-Circled or Red-Circled employees within your organization.

A Green-Circled employee is an employee who is being paid below the salary or hourly average which has been determined for the job in question. There can be several causes of an employee being green-circled. The most common one is that they were hired at a salary which was much lower than the market salary range for the job. A solution is to provide pay increases up to at least the minimum in the range. An exception may be if an employee has been performing below

expectations. In this case, employers may want to consider requiring successful completion of a performance improvement plan prior to receiving a pay increase.

If an employee is Red-Circled, they are employees whose salaries and wages are above the source average established for the position's salary range. There are several potential strategies to consider to rectify the Red-Circled Employees' rates. In lieu of base salary increases, offer star employees a bonus that is roughly the amount of what the pay increase would have been. This allows for recognition of an employee's outstanding performance without raising his or her base pay even more. Organizations can explore developmental opportunities to facilitate promotion into the next pay grade.

In the table above, employees whose CompaRatio was at or above 1.15 were marked as Red Circled employees. Similarly, employees who CompaRatio was at or below 0.90 were marked as Green Circled employees.

Restrictions can be placed on further salary increases by freezing pay or employers can lower an employee's base pay to bring it in line with the range. This option will likely lower employee morale and may motivate an employee to start job hunting. For this reason, it is important to encourage valuable employees to seek developmental opportunities that could lead to promotion.

## Benefits Package Analysis

Detailed below is a review of the City of Hammond’s benefits offerings. The itemized offerings in the analysis include annual leave, sick leave, health insurance, and retirement, in relation to other comparable municipalities surrounding the region.

### Annual Leave

*Annual Vacation Leave Accrual:*

The following table outlines the City of Hammond’s current annual leave accrual rate:

Years of Service	Accrual Rate (Hours)	Total Accrual Rate in Hours	Total Accrual Rate in Days
0-1 Year	1.5385	40	5
1-4 Years	3.0769	80	10
4-9 Years	4.6154	120	15
9+ Years	6.1538	160	20

*Annual Vacation Leave Accrual in Comparison to Similar Municipalities:*

Years of Service	Hammond	Years of Service	Mandeville	Years of Service	Lafayette	Years of Service	Baton Rouge
0-1	5 Days	0-5	12 Days	1	10 Days	0-2	12 Days
1-4	10 Days	6-10	15 Days	2	11 Days	3-4	15 Days
4-9	15 Days	11+	19.5 Days	3	13 Days	5-9	18 Days
9+	20 Days			4	14 Days	10-14	21 Days
				5	15 Days	15+	24 Days
				6	16 Days		
				7	17 Days		
				8	18 Days		
				9	19 Days		
				10	20 Days		
				11	21 Days		
				12	22 Days		
				13	23 Days		
				14	24 Days		
				15 +	25 Days		



## Paid Holidays

*City Recognized Paid Holidays:*

Listed in the table below are the city's paid holidays (subject to operating requirements).

Holiday	Date Specified
<i>New Year's Day</i>	January 1
<i>Martin Luther King Day</i>	Third Monday in January
<i>Mardi Gras</i>	Day Before Ash Wednesday
<i>Good Friday</i>	Friday Before Easter
<i>Memorial Day</i>	Last Monday in May
<i>Independence Day</i>	July 4
<i>Labor Day</i>	First Monday in September
<i>Columbus Day</i>	Second Monday in October
<i>Presidential Election</i>	Tuesday Following the First Monday in November (Every 4 Years)
<i>Veterans Day</i>	November 11
<i>Thanksgiving</i>	Fourth Thursday in November
<i>Thanksgiving</i>	Friday After Thanksgiving
<i>Christmas Eve</i>	December 24
<i>Christmas Day</i>	December 25
<i>New Year's Eve</i>	December 31

Per the City of Hammond: "Employees working on necessary continuous seven-day operations whose regularly scheduled day off falls on a holiday shall be granted eight (8) hours of compensatory time-off with pay in recognition of the holiday."

Regional municipalities surveyed provided to their employees paid holidays ranging between **11** days to **15** days. Putting the City of Hammond's paid number of holidays at the top of the market.

## Sick Leave

### *Sick Leave Accrual:*

The following table outlines the City of Hammond’s sick leave accrual rate.

Accrual Rate	Hours per Year	Days per Year
<i>3.6923 hours per two-week pay period</i>	96	12

### *Annual Sick Leave Accrual in Comparison to Similar Municipalities:*

Hammond		Mandeville		Lafayette		Baton Rouge	
Days/Year	Accrual Start	Days/Year	Accrual Start	Days/Year	Accrual Start	Days/Year	Accrual Start
12	Completion of Introductory Period+	6	Day 1+	12	Completion of Month 1	12	Day 1+

## Health Insurance

### *Health Coverage Dollar Amounts:*

The following table will list some comparative spending in specific major categories.

Health Insurance Costs					
Premium	Covered	Hammond	Mandeville	Slidell	Baton Rouge
Monthly Costs to Employee	Employee Only	\$0	\$0	\$82.94	\$149.99
Monthly Costs to Employee	Employee + Family	\$600.65	\$60	\$504.44	\$608.78
Deductible (In-Network)	Individual/Family	\$3,000/\$6,000	\$0/\$0	\$750/\$2,250	\$500/\$1,500
Deductible (Out-of-Network)	Individual/Family	\$6,000/\$12,000	\$5,000/\$10,000	\$1,500/\$4,500	\$1,000/\$3,000
Co-Insurance	In-Network	100%	100%	80%	\$25/\$35 copay
Co-Insurance	Out-of-Network	80%	50%	50%	70%/30%
Out of Pocket Max (In-Network)	Individual/Family	\$5,000/\$10,000	\$6,000/\$12,000	\$3,000/\$6,000	\$2,500/\$5,000
Out of Pocket Max (Out-of-Network)	Individual/Family	\$10,000/\$20,000	\$18,000/\$36,000	\$9,000/\$18,000	\$6,000/\$12,000

\*City of Hammond’s health coverage is aligned with other municipalities in most areas with exception to monthly costs to employee when covering their family as well.

## Retirement

*Per Ordinance 04-3023, C.S. "Personnel Policies and Procedures Manual for City Employees":*

- A. The city of Hammond participates in mandatory retirement programs for regular full-time employees. The provisions and restrictions of these retirement programs shall be governed by the respective retirement systems. The amount of the employee deduction and the city's contribution may vary depending on current retirement system policies, and budgetary constraints. Full-time employees shall become eligible for the retirement program immediately upon being hired by the city, except where otherwise stated in manual for employees.
- B. All full-time employees, and temporary employees of the city of Hammond who work more than 3 months, are members of the following statewide retirement systems: municipal employees retirement system of Louisiana, municipal police employees retirement system of Louisiana, or firefighters retirement system of Louisiana. These systems are multiple-employer (cost-sharing) public employee retirement systems (pers), controlled and administered by separate boards of trustees. Participation in the retirement plan is mandatory and begins on the first workday. A percentage of the employee's base salary is credited to his/her account, with the City making an additional contribution.

# Performance Review Suggestions

## Background

For many organizations, performance reviews are tools used to help make informed decisions in regards to employee development, training needs, compensation, promotion opportunities and disciplinary actions up to and including termination. Setting clear performance goals for employees and communicating expectations is a key factor in both employee and organizational success.

## Process

### I. Setting Goals

Establishing objectives for employees to meet is the first part of the performance. Management process. Goals can be linked to behavioral outcomes, project goals or matched to the employee's job description. In setting goals, it is helpful to use the acronym **SMART**:

- **S** – Specific – clear and understandable
- **M** – Measurable – ability to quantify outcomes
- **A** – Attainable – the employee has the tools and resources to complete
- **R** – Relevant – the goals directly relate to the success of the organization
- **T** – Timebound – a schedule and timeframe is provided

### II. The Performance Review

In order to assess an employee's adherence to established goals, a performance review is conducted. Previously, the City of Hammond has used the types of review forms found on the following pages to rate an employee's performance. HR NOLA has provided two suggested policies for linking employee performance directly to compensation. In order to incentivize good performance, we have provided suggested percentage increases linked to a particular performance score. We have also provided suggested statistical distributions that may guide managers in showing how scores should be distributed among the workforce.

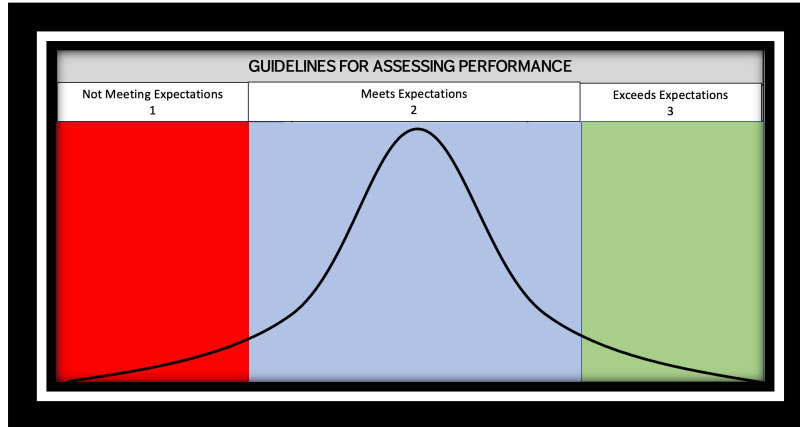
Managers should be trained on whatever performance review process that the City of Hammond establishes, including training on rating errors and distribution. Because employee raises must be approved by the City Council on an annual basis, the policy gives the city discretion over when and how the raises are distributed. For example:

1. **Contrast Bias** - when a manager compares an employee's performance to other employees instead of the performance standard.
2. **Halo Bias** - when an employee is rated highly in all areas of performance because of one thing they do really well.
3. **Horn Bias** - the opposite of halo. An employee is rated as a poor performer because of one thing they don't or did not do well.
4. **Leniency Bias** - when a manager gives everyone on their team a "satisfactory" rating. This can happen when a manager has a large span of control coupled with a common review date.

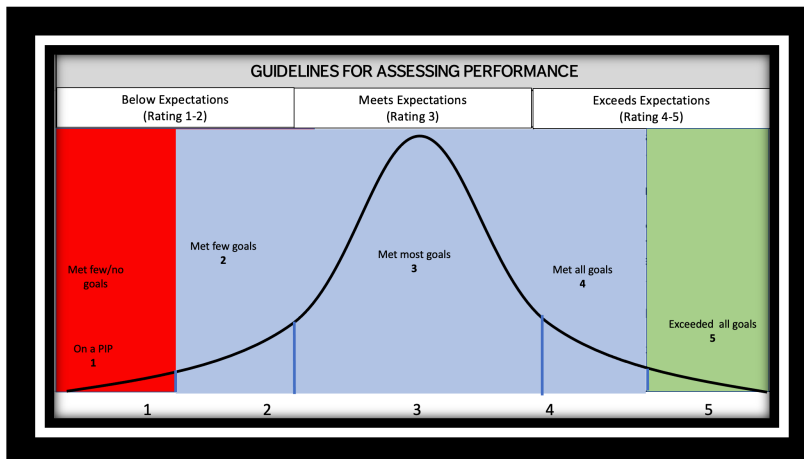
5. **Recency Bias** - when an employee's most recent behavior becomes the primary focus of the review.

**Ratings Distribution Examples:**

**1-3 Rating Scale**



**1-5 Rating Scale**



# Performance and Salary Review Policy

(1-3 Scale)

## Purpose

The performance appraisal process provides a means for discussing, planning and reviewing the performance of each employee of the City of Hammond.

Performance appraisals influence salaries, promotions and transfers, and it is critical that supervisors are objective in conducting performance reviews and in assigning overall performance ratings.

## Eligibility

All full- and part-time employees are provided an annual performance review and consideration for merit pay increases as warranted.

## Performance Review Schedule

Performance appraisals are conducted annual on a departmental schedule established by the Human Resources Department. Each City Department Head manager is responsible for the timely and equitable assessment of the performance and contribution of subordinate employees.

## Salary Increases

A performance appraisal does not always result in an automatic salary increase. Salary increases are appropriated annually by the Hammond City Council. If appropriated, the employee's overall performance and salary level relative to position responsibilities must be evaluated to determine whether a salary increase is warranted. Out-of-cycle salary increases must be preapproved by the department manager, human resource (HR) director and City Administrator. If appropriated by the city, salary increases will correspond to ratings as follows:

<u>Rating</u>	<u>Description</u>	<u>% Increase</u>
3	Exceeding Expectations	3%
2	Meeting Expectations	2%
1	Not Meeting Expectations	1%

*\*Ratings will be rounded to the nearest whole number*

## Processes

HR will establish the format and timing of all review processes. The completed evaluations will be retained in the employee's personnel file.

Salary increases must be supported by a performance appraisal for salary change processing. Managers may not discuss any proposed action with the employee until all written approvals are obtained. HR will review all salary increase/adjustment requests to ensure compliance with city policy and that they fall within the provided guidelines.

## Performance and Salary Review Policy

### (1-5 Scale)

#### Purpose

The performance appraisal process provides a means for discussing, planning and reviewing the performance of each employee of the City of Hammond.

Performance appraisals influence salaries, promotions and transfers, and it is critical that supervisors are objective in conducting performance reviews and in assigning overall performance ratings.

#### Eligibility

All full- and part-time employees are provided an annual performance review and consideration for merit pay increases as warranted.

#### Performance Review Schedule

Performance appraisals are conducted annual on a departmental schedule established by the Human Resources Department. Each City Department Head manager is responsible for the timely and equitable assessment of the performance and contribution of subordinate employees.

#### Salary Increases

A performance appraisal does not always result in an automatic salary increase. Salary increases are appropriated annually by the Hammond City Council. If appropriated, the employee's overall performance and salary level relative to position responsibilities must be evaluated to determine whether a salary increase is warranted. Out-of-cycle salary increases must be preapproved by the department manager, human resource (HR) director and City Administrator. If appropriated by the city, salary increases will correspond to ratings as follows:

Rating	Description	% Increase
5	Excellent	4%
4	Above Average	3%
3	Satisfactory	2%
2	Decreased Performance	1%
1	Unsatisfactory	0%

*\*Ratings will be rounded to the nearest whole number*

#### Processes

HR will establish the format and timing of all review processes. The completed evaluations will be retained in the employee's personnel file. Salary increases must be supported by a performance appraisal for salary change processing. Managers may not discuss any proposed action with the employee until all written approvals are obtained. HR will review all salary increase/adjustment requests to ensure compliance with city policy and that they fall within the provided guidelines.